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*To ensure access to high-quality,
patient-centered, cost-effective
health care to Los Angeles
County residents through direct
services at DHS facilities and
through collaboration with
community and university
partners*



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May 31, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

**APPROVAL OF AMENDMENT TO AGREEMENT WITH THE WORKER
EDUCATION AND RESOURCE CENTER, INC.
(ALL DISTRICTS)
(3 VOTES)**

SUBJECT

Request approval to extend the term of the Agreement with the Worker Education and Resource Center, Inc., for one year.

IT IS RECOMMENDED THAT YOUR BOARD:

Authorize the Director of Health Services (Director), or his designee, to execute Amendment No. 10 to Agreement No. H-207566 with the Worker Education and Resource Center, Inc. (WERC) effective upon execution to extend the term of the Agreement for the period July 1, 2011 through June 30, 2012 for the continued provision of personnel and program support services for the Health Care Workforce Development Program (HCWDP), a collaboration between the Department of Health Services (DHS) and the Service Employees International Union (SEIU), with an annual maximum obligation of \$2,034,357 for the extension period.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the recommendation will allow the Director, or his designee, to execute an Amendment to the Agreement with WERC (Exhibit I) to continue to provide program services to the HCWDP. The current Agreement expires June 30, 2011.

WERC is currently developing and implementing training programs for the DHS, the Department of Mental Health (DMH) and public-private partner health clinics, which facilitates the transformation to a patient-centered medical home model of care delivery.

This includes a one-year training program related to the 1115 Waiver, commonly known as the California Bridge to Reform, to prepare DHS and DMH Community Health Outreach Workers by integrating mental and physical health competencies. This program is in alignment with DHS' strategic plan.

HCWDP continues to support 53 students enrolled in the registered nurse program, and is preparing 250 primary care allied health employees to become certified medical assistants, community health workers, and other occupations deemed critical to success. Approximately 950 employees will take courses in computer readiness for the County's conversion to an electronic health record system, and in Spanish language for the ambulatory care setting. WERC will continue the successful program to train approximately 300 environmental services workers in green cleaning technology and infection control at the DHS hospitals.

Implementation of Strategic Plan Goals

The recommended action supports Goal 4, Health and Mental Health, of the County's Strategic Plan.

FISCAL IMPACT/FINANCING

The Fiscal Year (FY) 2011-12 estimated total net County cost for HCWDP is \$2.546 million, including \$2.034 million maximum obligation of the WERC Agreement.

Funding is included in DHS' FY 2011-12 Recommended Budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On June 11, 2002, your Board approved the initial Agreement with WERC to provide personnel to support the planning, design and implementation of the HCWDP education and training programs for DHS employees as mandated by the 1115 Medicaid Waiver Demonstration Project. WERC was established as a 501(c) 3 non-profit entity by SEIU Local 721 (formerly known as SEIU Local 660) specifically as the vehicle to implement the HCWDP labor/management partnership, linked to the Waiver goals of addressing critical labor shortages, and upgrading worker skills to meet restructuring goals.

The full cost of the HCWDP, including DHS' salaries and employee benefits and services and supplies and the WERC Agreement, is projected to be \$3.3 million in FY 2011-12, matched by various grant funding of \$0.7 million including a United States Department of Labor (USDOL) grant to train environmental service workers at two County hospitals on green techniques, and Office of Statewide Health Planning and Development grants for the County's College of Nursing and Allied

Health to expand capacity to provide support, coaching, tutoring and licensure exam preparation for DHS employees enrolled in the Registered Nurse program. In addition, WERC will obtain funding from the Office of the State Chancellor of the Community Colleges to provide a medical assistant program, and support from the Kaiser Community Benefits funds.

Pending proposals include: a USDOL proposal to train certified medical assistants with the Los Angeles Community College District, and a proposal to United Way of Greater Los Angeles.

WERC is monitoring grants from the US Dept of Health and Human Services in preparation for changes mandated under the Patient Protection and Affordable Care Act (ACA). WERC's Program Director is a member of the California State Health Care Workforce Development Council, charged with preparing the State workforce development plan to implement the ACA.

County Counsel has approved Exhibit I as to form.

CONTRACTING PROCESS

Not applicable.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the amendment ensures that training of current DHS and other partnering health care provider employees continues in order to fill areas of critical need in the safety net delivery system.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mitchell Katz".

Mitchell H. Katz, M.D.

Director

MHK:sd

Enclosures

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

Contract No. H-207566-10

WORKFORCE DEVELOPMENT PROGRAM
PROGRAM SUPPORT AND SPACE SERVICES AGREEMENT
AMENDMENT NO. 10

This AMENDMENT is made and entered into this _____ day of
_____, 2011,

By and between	COUNTY OF LOS ANGELES (hereafter "County"),
and	WORKER EDUCATION AND RESOURCE CENTER, INC. (hereafter "Contractor").
Business Address:	500 South Virgil Avenue, Suite 200 Los Angeles, CA 90020

WHEREAS, reference is made to that certain document entitled "WORKFORCE DEVELOPMENT PROGRAM – PROGRAM SUPPORT AND SPACE SERVICES AGREEMENT", dated June 11, 2002, and further identified as County Agreement No. H-207566 and any amendments thereto (all hereafter "Agreement" or "Contract"); and

WHEREAS, it is the intent of both parties to amend Agreement to extend the term and make certain modifications to the Agreement and its Exhibits; and

WHEREAS, Agreement requires that modifications to Agreement shall be made in the form of a written Amendment which is formally approved and executed by the parties.

NOW THEREFORE, the parties hereto agree as follows:

1. This amendment shall be effective upon execution.

2. Paragraph 1, TERM, is revised to read as follows:

“1. TERM: The term of this Agreement is effective June 11, 2002 through June 30, 2012, unless sooner terminated or canceled.”

3. Paragraph 5, BILLING AND PAYMENT, is revised to read as follows:

“5. BILLING AND PAYMENT: County agrees to compensate Contractor for services provided pursuant to Exhibits B-10, C-10 and D-10, Billing and Payment, attached hereto and incorporated herein by reference.

Upon written approval from Director, Contractor may reallocate among all direct cost budget line items with the exception of Travel and Mileage, up to ten percent (10%) of the amount for the original budget line item during any one fiscal year as long as the Maximum Obligation of County is not exceeded.”

4. Paragraph 6, COUNTY’S MAXIMUM CONTRACTUAL OBLIGATION,

Subparagraph G is added to read:

“G. County’s maximum obligation for the period July 1, 2011 through June 30, 2012 shall be Two Million, Thirty-Four Thousand, Three Hundred and Fifty-Seven Dollars (\$2,034,357).”

5. Exhibit A-10, SCOPE OF WORK, attached hereto, shall be added to the Agreement and incorporated herein by reference.

6. Exhibit B-10, CENTRAL OFFICE AND INSTRUCTIONAL SPACE, attached hereto, shall be added to the Agreement and incorporated herein by reference.

7. Exhibit C-10, WORKER EDUCATION & RESOURCE CENTER (WERC) BUDGET, attached hereto, shall be added to the Agreement and incorporated herein by reference.

9. Exhibit D-10, BILLING AND PAYMENT, attached hereto, shall be added to the Agreement and incorporated herein by reference.

10. Except for the changes set forth hereinabove, Agreement shall not be changed in any respect by this Amendment.

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment to be subscribed by its Director of Health Services

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and Contractor has caused this Amendment to be subscribed in its behalf by its duly authorized officer, the day, month, and year first above written.

COUNTY OF LOS ANGELES

By _____
Mitchell H. Katz, M.D
Director

WORKER EDUCATION AND
RESOURCE CENTER, INC.

Contractor

By _____
Signature

Printed Name

Title _____

APPROVED AS TO FORM
Andrea Ordin, County Counsel

WORKFORCE DEVELOPMENT PROGRAM
PROGRAM SUPPORT AND SPACE SERVICES AGREEMENT
SCOPE OF WORK

The Workforce Development Program (“WDP”) is a Los Angeles County and Service Employees International Union Local 721 (formerly Local 660) joint labor/management education and training program. In accordance with the WDP Workplans and WDP Training Implementation Plans initially approved by the Board of Supervisors on September 25, 2001, Contractor agrees to provide program staff, program support services, and office and instructional space for WDP. Specifically, the following will be provided:

- Personnel to assist and support the Department of Health Services in the planning, development, and implementation of training and educational programs funded under WDP. The duties of the staff to be provided by Contractor are described in Attachment 1 (Pages 1-5) to this Exhibit.
- Program support services for the Labor Management Training Board (“LMTB”), Advisory Committee, and WDP Staff, including travel, education, and consultant services. A more detailed description of these services and costs is provided in Attachment 1 (Pages 6-8) to this Exhibit.

Contractor shall bill County for services in accordance with the billing and payment provisions of Exhibit D-10.

Personnel:

Worker Education and Resource Center, Inc. (WERC) staff will work in partnership with Department of Health Services (DHS) staff on all aspects of Health Care Workforce Development Program (HCWDP) planning and implementation, providing some similar and some unique functions, in a team environment.

Position	Duties & Tasks	Deliverables	Timeframe
Director (1)	<ul style="list-style-type: none">• Oversee the operation of HCWDP's central office and satellite offices• Hire, supervise and evaluate HCWDP staff• Convene Program Training and Advisory Boards• Identify, supervise and evaluate educational providers• Ensure the timely submission of reports to the Board of Supervisors (BOS), Employment Development Department (EDD), Labor/Management Training Board (LMTB), WERC Board	<ul style="list-style-type: none">• Report to DHS and the WERC Board on activities and outcomes• Convene LMTB meeting• All required program and fiscal reports	Monthly Ongoing
Senior Program Manager (.75)	<ul style="list-style-type: none">• Supervise and evaluate WERC administrative and fiscal functions• Coordinate activities with appropriate HCWDP and DHS staff to promote program development• Review, analyze, and provide recommendations on rules, regulations and policy issues• Manage human resource functions for WERC staff• Supervise designated personnel and internal project teams• Perform other complex tasks as assigned	<ul style="list-style-type: none">• Written report to Director• Quarterly written report to WERC Board of Directors	Weekly Quarterly
Associate Director Educational Programs (1)	<ul style="list-style-type: none">• Supervise designated personnel and project teams• Identify and evaluate potential training providers• Develop and evaluate curriculum and skill standards• Oversee development of curriculum• Provide guidance to training vendors• Coordinate development and implementation of designated educational projects• Monitor the quality of training and educational programs• Perform other complex duties as assigned.	<ul style="list-style-type: none">• Written report to Director• Written report to LMTB• Complete evaluation report on each training initiative	Weekly As Requested
Data Systems Manager (1)	<ul style="list-style-type: none">• Design and maintain a system to collect and analyze program data	<ul style="list-style-type: none">• Report to Director	Weekly

Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> • Maintain program database in compliance with all regulations regarding participant eligibility, training/service status, and privacy • Develop database functions to provide reports to HCWDP management and coordinators as requested • Provide performance reports to funding agencies • Maintain and update HCWDP website • Supervise Data Systems Technician • Other complex duties as assigned 		
Program Analyst (1)	<ul style="list-style-type: none"> • Analyze training needs and potential vendors • Identify sources of funding • Update labor market information • Oversee program evaluation • Provide research in support of program initiatives 	<ul style="list-style-type: none"> • Written reports on occupational and skill needs • Written reports on potential vendors • Written reports on labor market trends 	Weekly and monthly
Project Developer (2)	<ul style="list-style-type: none"> • Plan, facilitate, monitor, and track long and short term curriculum development and project activities and timelines. • Plan and conduct evaluation of curriculum and instruction • Plan and conduct instructor training and development • Schedule and facilitate internal and external project team meetings in order to establish and meet program goals and timelines • Facilitate communication and joint planning with other staff to further the goals of the program as a whole. • Take the lead in maintaining effective working relationships with employer, union representatives, and vendors for training projects. • Assess and make necessary recommendations regarding projects and curriculum to supervisors. • Coordinate logistics for classes 	<ul style="list-style-type: none"> • Written workplan(s) for each project • Written reports to Associate Director Educational Programs or Senior Program Manager 	Weekly Ongoing
Full-time Instructor (2)	<ul style="list-style-type: none"> • Conduct at least two, and up to six, 4-hour sessions two days per week, unless approved by Associate Director Educational Programs or Senior Program Manager Maria would like to • Monitor student performance and make recommendations for next steps • Develop educational curriculum, including instructor 	<ul style="list-style-type: none"> • Written report of students and notes about their progress • Comprehensive instructional program including completed curriculum and ongoing revisions • Complete set of educational materials • Up-to-date student lists, notes and 	Ongoing Weekly

Position	Duties & Tasks	Deliverables	Timeframe
	<p>manual, student handouts, exercises, tests, and audio visual materials, for customized system-wide training efforts.</p> <ul style="list-style-type: none"> • Research, evaluate and recommend training methods for other instructors. • Provide train-the-trainer sessions in how to use methods. • Mentor other instructors in teaching methods and curriculum development, as necessary • Assist with marketing and scheduling of courses as necessary • Track attendance and close out classes in database • Other duties as assigned 	<p>progress reports</p> <ul style="list-style-type: none"> • Report to the Associate Director for Educational Programs documenting participation and performance in the classes • Report to the Instructional Developer as appropriate or required 	As needed
Part-time Instructor (4)	<ul style="list-style-type: none"> • Conduct up to 16 hours of instruction per week • Monitor student participation • Attend team meetings as requested • Assist with marketing and scheduling of courses as necessary • Assist in curriculum development as requested • Track attendance and close out classes in database 	<ul style="list-style-type: none"> • Written report of students and notes about their progress • Report to the Associate Director Educational Programs documenting participation and performance in the classes • Report to the Instructional Developer, as appropriate or required 	<p>Weekly</p> <p>As needed</p>
Implementation Coordinator (3.75)	<ul style="list-style-type: none"> • Work with facility-based managers to ensure smooth operation of training and labor/management programs • Provide participant coaching • Coordinate student support services for participants • Assist in the recruitment and orientation of contract student support service providers • Assist with course and schedule planning • Secure locations and scheduling of training courses • Monitor enrollment and ensure appropriate data collection for participants • Assist with marketing of courses • Other duties as assigned 	<ul style="list-style-type: none"> • Report to the Associate Director Educational programs or Senior Program Manager, as assigned 	Weekly
Data Systems Technician (1)	<ul style="list-style-type: none"> • Perform customized query reports for managers and staff • Produce program bulletins and other documents • Assist in daily system operations 	<ul style="list-style-type: none"> • Report to Data Systems Coordinator 	Ongoing

Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> • Work on special projects • Run pre-written programs and reports for monthly processing • Run requested labels and computer reports • Other duties as assigned 		
Receptionist/Clerk (1)	<ul style="list-style-type: none"> • Screen and refer calls • Coordinate transportation of training equipment and materials to training sites • Ensure that central training sites have received proper materials for classes • Coordinate with facility-based staff regarding onsite training sites • Provide assistance to program teams in the smooth implementation of programs • Communicate with participants about eligibility and class logistics • Coordinate the production of class materials • Attends all relevant team meetings • Coordinate training site schedules • Ensure secure storage of all training equipment • Prepare inter-office notices and bulletins, as requested • Process invoices, as requested • Maintain adequate levels of all office and duplication supplies • Oversee equipment and service needs at central office • Place calls for equipment service • Other duties as assigned 	<ul style="list-style-type: none"> • Written reports as requested 	Ongoing
Total	TOTAL NOT TO EXCEED		\$1,683,898

Program and Staff Development Consultants:

Consultants selected to accomplish the following goals will participate in a competitive bidding process with requests for proposals containing scope of work and deliverables tied to compensation.

PROGRAM DEVELOPMENT CONSULTANTS

Goals	Tasks & Deliverables	Time frame	Cost
Research and Recommend Best Practices/ Lessons Learned in Workforce Investment and Education Programs	<ul style="list-style-type: none">• Revise application/assessment instrument to be given to all workers entering long-term educational programs;• Research basic adult education training modules for low level and English language learners;• Revise educational modules and bridge courses designed to prepare students for entrance into career path training programs.• Conduct evaluation studies of training programs – including course selection, methodology, participant experience, and staffing – in order to assess their efficacy and impact for stakeholders• Research to identify and analyze emerging training needs	1 st Quarter 1 st Quarter 3 rd Quarter	TBD
Identify and conduct qualitative documentation and evaluation of the outcomes of career path training	<ul style="list-style-type: none">• Develop and sustain qualitative and quantitative evaluation of the outcomes of training programs	1 st – 4 th Quarters	TBD
Research and Recommend Best Practices in making workforce training programs accessible	<ul style="list-style-type: none">• Develop and implement a plan to increase the visibility and accessibility of training programs, including maintenance and update of the website, written and audio-visual materials	1 st – 3 rd Quarters	TBD
Training and Professional Development	<ul style="list-style-type: none">• Conduct or attend skills enhancement or organizational workshops as needed to enhance the skills of staff.	1 st – 4 th Quarters	TBD
TOTAL	TOTAL NOT TO EXCEED		\$20,000

Travel and Mileage**Travel costs include airfare, ground transportation, registration costs, per diem – at County rates.**

Purpose	Activity	Time Frame	Cost
Attend Relevant Conferences	<ul style="list-style-type: none">• Three staff to participate in the 3-day California Federation of Labor Workforce and Economic Development Programs Conference. This conference will focus on labor/management training collaborations in California.• Staff to attend seminars on best practices in teaching and coaching skills• Staff to present best practices and models at workforce and education conferences, such as National Network Sector Partners conference• Attend other related conferences as appropriate	4 th Quarter TBD TBD TBD	TBD
Travel to visit other WDP programs of special interest	Travel costs for staff members and key stakeholders to participate in exchange programs, such as H-CAP, and to visit other WDP programs of special interest. Staff will study implementation of model programs: curriculum development, academic readiness programs, coaching and tutoring services, etc.	1 st – 4 th Quarters	TBD
Travel to Washington, DC, Sacramento and San Francisco	Meetings with National and State officials and staff as necessary.	TBD	TBD
Mileage	<ul style="list-style-type: none">• Mileage for 10 staff @ 25 miles/month @ 47.5 cents/mile		TBD
TOTAL	TOTAL NOT TO EXCEED		\$10,000

CENTRAL OFFICE AND INSTRUCTIONAL SPACE

1. Space: Contractor shall provide office and instructional space approximating 3,665 square feet for use by central administrative staff of the Workforce Development Program ("WDP"). Such central administrative staff is comprised of Contractor-employed and County-employed personnel and the Director of WDP. Contractor's lease for such space with SEIU Local 721, lessor, shall include specific authorization/acknowledgement by Local 721 that County-employed WDP personnel and Director of WDP may occupy and use such space for WDP purposes. County acknowledges that Contractor-employed staff shall also occupy such space. Contractor shall use a lease agreement form substantially similar to the county's Standard Full Service Lease agreement form, incorporated herein by reference.
2. Consideration: The parties acknowledge that the monthly rental value for such space shall be based on One Dollar and Sixty-Five Cents (\$1.65) per rentable square foot, for a total monthly rental consideration of Six Thousand and Forty-Seven Dollars (\$6,047) per month, of which County will reimburse Contractor for Three Thousand and Twenty-Four Dollars (\$3,024) per month.
3. Operational Space Responsibilities: Contractor shall provide such space on a full service gross basis. Contractor shall be responsible to perform or cause to be performed all repairs and maintenance, as necessary, to the interior and exterior of such space including landscaping, and shall provide all utilities (gas, electricity, water), security, parking, sewer services, trash removal, janitorial (including

supplies), insurance and taxes, if any. County shall be responsible for costs related to cellular phone, fax and telephone usage.

Upon termination OR expiration of Agreement, Contractor shall have the right of first refusal to purchase property and furnishings at the central office at fair market value as determined by the County. Contractor shall cooperate with County when such furniture is tagged and inventoried by County staff. Contractor and Director shall inventory and document furnishings and equipment within sixty (60) calendar days following the effective date of this Agreement. Copies of this Equipment and Furniture Inventory, with any supplements thereto which may be added from time-to-time during the course of Agreement, shall be retained by each party for the duration of the Agreement.

**COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT PROGRAM
WORKER EDUCATION AND RESOURCE CENTER, INC. BUDGET
FISCAL YEAR 11-12 BUDGET**

**Exhibit C-10(1)
Amendment No. 10**

	FY 02/03 Budget	FY 03/04 Budget	FY 004/05 Budget	FY 05/06 Budget	FY 006/07 Budget	FY 07/08 Budget	FY 08/09 Budget	FY 09/10 Budget 7/01/09-12/31/09	FY 09/10 Budget 01/01/10-06/31/10	FY 10/11 Budget	FY 11/12 Budget
Personnel Costs - Staff Salaries and Benefits	\$ 1,289,115	\$ 1,860,165	\$ 2,199,046	\$ 2,331,592	\$ 2,478,873	\$ 2,544,904	\$ 2,673,891	\$ 1,218,151	\$ 1,218,151	\$ 1,367,479	\$ 1,683,898
Facilities & Communications:											
Tenant Improvements- Furniture		\$ 50,000	\$ 20,000	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	
Space - Central Offices	\$ 124,800	\$ 124,800	\$ 124,800	\$ 140,197	\$ 140,197	\$ 140,197	\$ 137,280	\$ 64,350	\$ 64,350	\$ -	\$ 39,600 ¹
Telecommunications	\$ 50,000	\$ 60,000	\$ 45,000	\$ 48,000	\$ 40,000	\$ 40,000	\$ 37,500	\$ 22,500	\$ 22,500	\$ 19,500	\$ 18,300
Consumable Supplies											
Office and Training Supplies	\$ 127,000	\$ 283,285	\$ 180,435	\$ 233,835	\$ 181,634	\$ 93,410	\$ 93,410	\$ 62,375	\$ 62,375	\$ 61,250	\$ 37,559 ²
Equipment								\$ 15,000	\$ 15,000	\$ -	\$ -
Travel and Mileage	\$ 226,542	\$ 57,180	\$ 67,996	\$ 57,180	\$ 41,000	\$ 41,000	\$ 40,500	\$ 20,081	\$ 20,080	\$ 18,240	\$ 10,000
Consultant											
Staff and Program Development	\$ 370,000	\$ 411,000	\$ 420,000	\$ 214,000	\$ 152,500	\$ 122,500	\$ 112,500	\$ 87,500	\$ 74,500	\$ 35,000	\$ 20,000
Coach/Tutor and Support Services		\$ 450,000	\$ 200,000	\$ 218,500	\$ 186,623	\$ 147,000	\$ 91,860	\$ 70,560	\$ 70,560	\$ 30,500	\$ -
Total Direct Costs	\$ 2,187,457	\$ 3,296,430	\$ 3,257,277	\$ 3,258,304	\$ 3,225,826	\$ 3,134,011	\$ 3,191,941	\$ 1,565,517	\$ 1,552,516	\$ 1,531,970	\$ 1,809,357
Indirect Costs	\$ 232,041	\$ 334,830	\$ 395,828	\$ 419,687	\$ 446,197	\$ 458,083	\$ 401,084	\$ 182,723	\$ 182,723	\$ 205,122	\$ 225,000 ³
Total	\$ 2,419,498	\$ 3,631,260	\$ 3,653,105	\$ 3,677,991	\$ 3,672,023	\$ 3,592,094	\$ 3,593,025	\$ 1,748,240	\$ 1,735,239	\$ 1,737,092	\$ 2,034,357

Notes:

1. Space/Lease cost of \$79,200 of which 50% covered by SEIU Local 721 as a contribution to the program.

2. Training supplies, books, manuals, binders, etc.

3. Indirect Cost rate at 13% of Total Salary and Employee Benefits

Estimated Budget												
				Workforce Development Program								
Fiscal Year 2011-2012												
WERC												
Administrative and Program FTEs												
						I = G * D		K = I * 36%				
		#	#	#	FY 2011-2012			Empl. Benefits			Annual FTE	Annual FTE
Budget FTEs		Positions	FTE	PTE	Base Salary	Total salary		36.00%			Program Costs	Total Costs
Director- WDP		1	1.00		\$ 131,045	\$ 131,045		\$ 47,176			\$ 178,221	\$ 178,221
Senior Program Mgr.		0.75	0.75		\$ 93,199	\$ 69,899		\$ 25,164			\$ 95,063	\$ 95,063
Associate Director of Education		1	1.00		\$ 94,979	\$ 94,979		\$ 34,193			\$ 129,172	\$ 129,172
Data Systems Manager/IS Supervisor		1	1.00		\$ 77,171	\$ 77,171		\$ 27,782			\$ 104,953	\$ 104,953
Program Analyst		1	1.00		\$ 78,138	\$ 78,138		\$ 28,130			\$ 106,268	\$ 106,268
Project Developer		2	2.00		\$ 74,923	\$ 149,846		\$ 53,945			\$ 203,791	\$ 203,791
Instructors- Full Time		2	2.00		\$ 71,233	\$ 142,465		\$ 51,288			\$ 193,753	\$ 193,753
Instructors- Part Time		2		2.0	\$ 45,116	\$ 90,231		\$ 32,483			\$ 122,714	\$ 122,714
Instructors- Casual		2	2.00		\$ 30,000	\$ 60,000		\$ 21,600			\$ 81,600	\$ 81,600
Implementation Coordinator		3.75	3.75		\$ 65,940	\$ 247,275		\$ 89,019			\$ 336,294	\$ 336,294
Data Systems Technician		1	1.00		\$ 53,950	\$ 53,950		\$ 19,422			\$ 73,372	\$ 73,372
Receptionist/Clerk		1	1.00		\$ 43,160	\$ 43,160		\$ 15,538			\$ 58,698	\$ 58,698
TOTAL		18.5	16.5	2.0	\$ 858,853	\$ 1,238,160		\$ 445,738			\$ 1,683,898	\$ 1,683,898
LESS: SALARY SAVINGS						-		-			-	-
NET TOTAL						\$ 1,238,160		\$ 445,738			\$ 1,683,898	\$ 1,683,898
PERCENT OF TOTAL COSTS											100%	100%
											Exhibit C-10 (2)	

BILLING AND PAYMENT

1. Monthly Billings: Within ten (10) days following the close of each calendar month (or as may be modified by county) Contractor shall provide County with an invoice itemizing its actual expenditures according to the direct cost categories listed in Exhibit C-10. Indirect costs shall be billed monthly at an amount no greater than 1/12 of the amount budgeted in Exhibit C-10. Following receipt of a complete and accurate invoice, County shall pay Contractor within a reasonable period of time. In no event shall County payments to Contractor hereunder for FY 2011/12 services exceed County's maximum obligation as set forth in Paragraph 6 in the body of the Agreement, or as modified in accordance with Paragraph 7 of Agreement.

All billings shall be submitted within the timeframe and in accordance with the format prescribed by County to comply with the invoicing requirements of the funding source(s).

2. Prior Approval of Travel: Contractor shall obtain the written approval of Director for any travel expenses prior to such expenses being incurred.

3. No later than April 14, 2012, Contractor shall submit a report showing its actual costs incurred to March 31, 2012. Following reconciliation of such actual costs by County against any payments that County may have already made (including any payments made in FY 2001-02 for start up operational costs), if an overpayment occurred, County shall offset such overpayment against future County payments due

Contractor. Unless extended by County, Contractor shall reimburse County any amount paid by County in excess of Contractor's actual expenditures, no later than July 15, 2012.